

APPENDIX – 27(R)
UNIVERSITY OF MADRAS
MASTER OF COMMERCE (M.Com.)
(Choice Based Credit System)

REVISED REGULATIONS
(w.e.f.2013 – 2014 onwards)

CONDITIONS FOR ADMISSIONS

1. MASTER OF COMMERCE (M.Com.)

A candidate who has passed the B.Com. B.Com/B.A (Corporate Secretaryship), B.Com (Accounting & Finance) B.C.S., B.B.A., B.Com (Bank Management), B.Com. (Computer Applications), B.Com./B.A.(Co-operation), B.A. (Industrial Organization) and B.Sc.(Mathematics)/ B.Sc (Statistics) or B.Sc. (Computer Science) or B.C.A. or any other UG degree with at least any two core/main papers offered at the B.Com shall be eligible for admission to M.Com Degree Program.

5.Revised Scheme of Examinations

First Semester

Course Components	Code	Subjects	Instructional Hours	Credits	Exam. Hours	Max. Marks		
						CIA	External	Total
Core Paper - I	Com 201	Advanced Corporate Accounting and Accounting Standards #		4	3	25	75	100
Core Paper - II	Com 203	Financial Management #		4	3	25	75	100
Core Paper - III	Com 205	Organizational Behaviour		4	3	25	75	100
Core Paper – IV	Com 207	Managerial Economics #		4	3	25	75	100
Elective §		Paper - I		3	3	25	75	100
Soft Skill - I				2	-	40	60	100

Composition of marks: 80 % problems and 20 % theory

§ Electives are to be chosen from the Groups of Electives listed at the end

Second Semester

Course Components	Code	Subjects	Instructional Hours	Credits	Exam. Hours	Max. Marks		
						CIA	External	Total
Core Paper – V	Com 202	Advanced Cost and Management Accounting #		4	3	25	75	100
Core Paper – VI	Com 204	Quantitative Techniques for Business Decisions #		4	3	25	75	100
Core Paper - VII	Com 206	Marketing of Services		4	3	25	75	100
Elective		Paper - II		3	3	25	75	100
Extra Disciplinary Elective §		Paper – I Total Quality Management		3	3	25	75	100
Internship				2	-	-	-	100
Soft Skill - II				2	-	40	60	100

Composition of marks: 80 % problems and 20 % theory

§ To be offered to other Departments

Internship will have to be carried out at the end of the Second Semester and the report of the same shall be submitted by the students within a period of one month after the completion of the Internship. The Internship report shall be evaluated by the two examiners within the Department of the College. The marks shall be sent to the University by the College and the same will be included in the Third Semester Statement of Marks

Third Semester

Course Components	Code	Subjects	Instructional Hours	Credits	Exam Hours	Max. Marks		
						CIA	External	Total
Core Paper - VIII	Com 209	Research Methodology		4	3	25	75	100
Core Paper – IX	Com 211	Knowledge Management		4	3	25	75	100
Core Paper – X	Com 213	Fundamentals of Information Technology		4	3	40 (Practical)	60 (Theory)	100
Elective		Paper - III		3	3	25	75	100
Elective		Paper - IV		3	3	25	75	100
Extra Disciplinary Elective		Paper – II Business Ethics, Corporate Governance & Social Responsibility		3	3	25	75	100
Soft Skill - III				2	-	40	60	100

Fourth Semester

Course Components	Code	Subjects	Instructional Hours	Credits	Exam. Hours	Max. Marks		
						CIA	External	Total
Core Paper – XI	Com 208	Management Information Systems		4	3	25	75	100
Core Paper – XII	Com 210	Investment Analysis and Portfolio Theory		4	3	25	75	100
Core Paper – XIII	Com 212	Merchant Banking and Financial Services		4	3	25	75	100
Core Paper – IV and XV	Com 214	Project Plus Viva-voce *		8		40	160 [@]	200
Elective		Paper V		3	3	40 (Practical)	60 (Theory)	100
Soft Skill - IV				2	-	40	60	100

@ Viva-voce examination carries 40 Marks and Project Report carries 120 Marks

* Project Viva-voce is considered equivalent to two core papers. Hence, a College may choose to offer the following two core papers in lieu of the Project Viva-voce

Core Paper – XVI	Com 216	Financial Derivatives		4	3	25	75	100
Core Paper – XVII	Com 218	Financial Markets and Institutions		4	3	25	75	100

List of Electives

Course Component	Group A Accounting and Taxation Management	Group B Human Resource Management	Group C Marketing Management
Paper I	Accounting for Specialized Institutions	Strategic Human Resource Management and Development	CRM and Relationship Marketing
Paper II	Income Tax Law and Practice	Industrial relations and Labor Welfare	Consumer Behavior
Paper III	Accounting for Decision Making	Change Management	Consumer Rights and Education
Paper IV	Indirect Taxes	Managerial Behavior and Effectiveness	Advertising and Salesmanship
Paper V	Computerized Accounting	Human Resources Accounting and Audit	International Marketing

APPENDIX – 27(S)
UNIVERSITY OF MADRAS
MASTER OF COMMERCE (M.Com.)
(Choice Based Credit System)

REVISED SYLLABUS
(w.e.f.2013 – 2014 onwards)

First **Semester**



Advanced Corporate Accounting and Accounting Standards

Objective: To impart knowledge on corporate accounting methods and procedures and to develop skills in the preparation of accounting statements and in their analysis

Unit I Advanced problems in share capital and debenture transactions including underwriting - Valuation of goodwill and shares

Unit II Acquisition, Amalgamation, absorption and reconstruction (internal and external) schemes - Statements for liquidation of companies

Unit III Consolidated final statement of Holding companies and subsidiary companies –inter-company holdings and owings -treatment of dividends

Unit IV Final statements of banking companies and insurance companies Accounting for price level changes -Social responsibility accounting -Human resources Accounting

Unit V Basic postulates of accounting theory and generally accepted accounting principles and practices recommended by the ICAI -Mandatory Accounting Standards (AS) issued by the ICAI

Note: The proportion between theory oriented and problem oriented questions in the University examination shall be 20:80

Book References

1. Shukla M C and T. S. Grewal, Advanced Accounts, New Delhi, S. Chand and Co.
2. Gupta R L and M. Radhaswamy, Advanced Accounts, New Delhi, Sultan Chand
- 3 Jain S P and K.L. Narang, Advanced Accounts, Ludhiana, Kalyani Publishers
- 4 Reddy T S and Murthy, Corporate Accounting, Chennai, Margam Publications

Web references

www.indiacorporateadvisor.com
www.iimcal.sc.in
www.futureaccountant.com

Financial Management

Objective: To impart knowledge on the fundamentals of finance function in business and to develop skills in financial analysis and decision making

Unit I Functions of manager – methods and sources of raising finance – sources of short term and long term finance – critical appraisal of different securities and bonds as source of finance – equity shares – convertible and non-convertible debentures – preferred stock - Objectives / goals of finance function -financing decisions -investment decision -importance of financial planning -problems in financial forecasting

Unit II Capital Structure decisions -Traditional and MM approaches -current views -determinants - capital structure- overtrading-over and under capitalization -leverage analysis EBIT -EPS analysis

Unit III Cost of capital measurement WACC-MCC and value of the firm -factors influencing dividend policy of firm -dividend relevancy -company law provisions on dividend payment

Unit IV Investment decisions -risk -required rate of return -estimating cash flows -present value of cash flows -evaluation of alternative investment proposals -sensitivity analysis -simulation -decision making under conditions of risk and uncertainty -inflation and investment decisions

Unit V Working capital management -working capital cycle -forecasting of working capital requirement - factors influencing working capital- different components -inventory -cash - receivables -credit policies –collection policies

Note: The proportion between theory oriented and problem oriented questions in the University Examination shall be 60:40

Book References

- 1 Van Horne J. Financial Management & Policy Pearson Education, Delhi
- 2 Brealey and Myers, Principles of Corporate Finance, New York, McGraw Hill
- 3 West on and Brigham, Managerial Finance, New York, Holt Rinehart
- 4 Pandey I M, Financial Management, New Delhi, Vikas
- 5 Babatosh Banerjee, Financial Policy and Management Accounting, Calcutta, The World Press
- 6 Prasanna Chandra, Financial Management Theory and Practice, New Delhi, TMH
7. Periyasamy P, Financial Management, Vijay Nicole Imprints

Web references

- www.accountingstudyguide.com
www.managementparadise.com

Organizational Behaviour

Objective: To provide knowledge on employees' behaviour and their managerial implications and to impart knowledge on organizational dynamics

UNIT I Introduction to Organizational Behaviour - Meaning - Elements - Need - Approaches - Models -Global Scenario.

UNIT II Individual Behaviour - Personality - Learning - Attitudes - Perception - Motivation - Relevance to Organizational Behaviour - Group behaviour - Group Dynamics - Group Norms - Group Cohesiveness - Their relevance to Organizational Behaviour

UNIT III *Organizational communication - Meaning, Importance, Process, Barriers - Methods to reduce barriers - Principles of effective communication - Stress - Meaning - Types - Stress management*

UNIT IV Organizational Dynamics - Organizational Effectiveness - Meaning, Approaches - Organizational Culture - Meaning, Significance - Organizational Climate - Implications on Organizational Behaviour

UNIT V Organizational change - Meaning - Resistance to change - Management of change

Book References

1. Mishra - Organizational Behaviour - Vikas Publishing House Pvt. Ltd
2. Chandran - Organizational Behaviour - Vikas Publishing House Pvt Ltd
3. L.M. Prasad, - Organizational Behaviour - 3rd Edition Reprint - Sultan Chand & Sons
4. Gupta.Shahi.K & Joshi Rosy Wahia, 2004 - Organizational Behaviour - 1st Edition - Kalyani Publishers
5. Gregory Moorhead, Ricky W. Griffin - Organizational Behaviour - Published by Bixtantra
6. Chauhan R.K. - Organisational Behaviour - Tamilnadu Book House.

Web references

www.journals.elsevier.com
www.unesco.org
www.onlinelibrary.wiley.com

Managerial Economics

Objective: To offer expertise and knowledge on the application of economic theories and concepts to business decisions

Unit I The Scope and Methods of Managerial Economics -Risk -uncertainty and probability analysis - Approach to managerial decision making and the theory of firm

Unit II Demand analysis, basic concepts and tools of analysis for demand forecasting, use of business indicators; demand forecasting for consumer goods, Consumer durable and capital goods

Unit III Concepts in resource allocation, cost analysis; breakeven analysis, short run and long run cost functions; production function: cost -price -output relations -Capital investment analysis - Economics of size and capacity utilization input -output -analysis

Unit IV Market structure, Pricing and output; general equilibrium. Product policy, rates, promotion and market strategy -Advertising rates model- Advertisement budgeting

Unit V Pricing objectives -pricing methods and approaches -Product line pricing -Differential pricing - Monopoly policy restrictive agreements -Price discrimination -Measurement of economic concentration -Policy against monopoly and restrictive trade practices

Book References

- 1 Peterson, Managerial Economics 4th Ed. Pearson Education, New Delhi,
- 2 Spencer, M.H. : Managerial Economics, Text Problems and Short Cases
- 3 Mote and Paul: Managerial Economics TMH, New Delhi
- 4 Sampat Mokherjee, Business and Managerial Economics Calcutta New Central Book Agency
- 5 Dwivedi D N Managerial Economics, New Delhi Vikas

Web references

www.emeraldinsight.com
www.taylorandfrancis.com
www.oxfordjournals.org

Second Semester

Advanced Cost and Management Accounting

Objective: To impart knowledge on cost and management accounting techniques and to develop the skills of students in the preparation of cost and management accounting statements

Unit I Installation of costing system -records required to be maintained under the Companies Act - management control and information system -cost reduction and cost control techniques -control over wastages, scrap, spoilage and defectives

Unit II Costing methods -product costing -process costing -treatment of equivalent units -inter - process profit- JIT costing -Activity based costing

Unit III Budgets and Budgeting control- Flexible Budgets, Zero Base Budgets

Unit IV Cost Volume Profit Analysis -decision making -make or buy, own or lease, repair or renovate, changes V s. Status quo, sell or scrap, export V s. local sales, shut down or continue. Responsibility Accounting and Transfer Pricing -Measurement of Segment Performance

Unit V Financial Statement analysis -Ratio analysis -Funds / Cash flow statement

Note: The proportion between theory and problems shall be 20:80

Book References

1. Murthy and Gurusamy, Cost Accounting, Vijay Nicole Imprints and Tata McGraw Hill
2. Murthy and Gurusamy, Management Accounting, Vijay Nicole Imprints and Tata McGraw Hill
3. Horngren C. T. Cost Accounting -A Managerial Emphasis, New Delhi, Pearson Education
4. Kaplan, Advanced Management Accounting, 3rd Ed. Pearson Education, New Delhi
5. Polimeni, et. at. Cost Accounting: Concepts and Applications for Managerial Decision Making, New York, McGrawHill Choudhary Anu Prasad Roy & Amitava Bhattacharya, Cost and Management Accountancy: Methods and Techniques, Calcutta, New Central Book Agency
6. Reddy T S and Y.H. Reddy, Cost and Management Accounting, Margam Publications, Chennai

Web references

www.futureaccountant.com

www.ce.cmu.edu

www.computerizedaccount.tripod.com

Quantitative Techniques for Business Decisions

Objective: To provide knowledge in quantitative methods and applications and to offer expertise in quantitative analysis

Unit I Theory of probability -probability rules -Baye's theorem -Probability distribution -Binomial, Poisson and Normal. Statistical decision theory -Decision environment -decision making under certainty and uncertainty and risk conditions -EMV, EOL and marginal analysis -value of perfect information - decision tree analysis

Unit II Sampling-Meaning of random sample -sampling methods -sampling error and standard error relationship between sample size and standard error Sampling distribution -characteristics- central limit theorem -estimating population parameters - point and interval estimates -estimating proportion, percentage and mean of population from large sample and small sample

Unit III Testing hypothesis -testing of proportions and means -large samples -small samples -one tailed and two tailed tests -testing differences between mean and proportions -errors in hypothesis testing -chi square distribution -characteristics -applications -test of independence and tests of

goodness of fit - inferences -F distribution- testing of population variance- analysis of variance -one way and two way

Unit IV Correlation and regression -Simple, partial and multiple correlation -simple, partial and multiple regressions -estimation using regression line -standard error of estimate -testing significance of correlation and regression coefficients -interpreting correlation -explained variation and unexplained variation - coefficient of determination- multivariate analysis -factor, cluster and discriminant analysis

Unit V Linear programming graphic and simplex models -maximization and minimization - transportation -Assignment

Note: The proportion between theory and problems shall be 20: 80

Book References

1 Richard I. Levin and David S Rubin, Statistics for Management, 7th Ed. Pearson Education New Delhi

2 Gupta, Statistical Methods, Sultan Chand

3 Johnson, Applied Multivariate Statistical Analysis, 5th Ed, Pearson Education

Web references

http://fe.ugm.ac.id/iup/material/syllabi_quantitative.pdf

www.aiu.edu

<http://www.duxbury.com/sme6/index.html>

Marketing of Services

Objective: To provide specialized knowledge on marketing skills for service sector and to expose students to marketing practices in service sector

Unit I Nature and classification of services -Characteristics of services and their marketing implications

Unit II Marketing strategies for service firms -with special reference to information, communication, consultancy, advertising, professional services, after -sales service, recruitment, training and tourism

Unit III Product support services -pricing of services -problems of quality -innovations in services

Unit IV Marketing of financial services -nature- types -marketing of insurance -mutual fund - marketing for non-profit firms.

Unit V CRM & Relationship Marketing -Customer Satisfaction

Book References

- 1 Christopher Lovelock, Services Marketing, 4th Ed, Pearson Education
- 2 EG Bateson, Managing Services Marketing -Text and Readings, Dryden Press, Hinsdale Ill
- 3 Philip Kotler and Paul N Bloom, Marketing Professional Services, Prentice Hall, New Jersey
- 4 Payne, The Essence of Services Marketing, New Delhi, Prentice Hall
- 5 Helen Wood Ruffe, Services Marketing, Macmillan India, New Delhi
- 6 Mary Ann Pezzallo, Marketing Financial Services, Macmillan

Web references

www.managementstudyguide.com
www.tutor2u.net
www.learnmarketing.net

Extra-Disciplinary Paper I - Total Quality Management

Objective: To provide expert knowledge in the emerging Total Management techniques and to build conceptual clarity and skill of concept applications

UNIT I Introduction to Quality Control - Quality and Cost Considerations - Statistics and its Applications in Quality Control

UNIT II Sampling Inspection in Engineering Manufacture- Statistical Quality Control by the Use of Control Charts- Methods of Inspection and Quality Appraisal - Reliability Engineering - Value Engineering and Value Analysis

UNIT III Theory of Sampling Inspection - Standard Tolerancing - ABC Analysis - Defect Diagnosis and Prevention

UNIT IV Quality Improvement: Recent Technique for Quality Improvement - Zero Defect - Quality Motivation Techniques - Quality Management System and Total Quality Control

UNIT V Selection of ISO Model and Implementation of ISO 9000 - Human Resource Development and Quality Circles - Environmental Management System and Total Quality Control

Book References

1. Srinivasa Gupta and Valarmathy, Vijay Nicole Imprints
2. Dahlgard Jens J., Kristensen K., Kanji Gopal K, "Fundamentals Of Total Quality Management", Bross Chapman & Hall, London
3. George, Stephen and Weimerskirch, Arnold, "Total Quality Management - Strategies and Techniques Proven", Mohit Publications
4. Hakes, Chris (editor), "Total Quality Management: The Key to Business Success", NY: Chapman and Hall
5. Fox, Roy, "Making Quality Happen. Six Steps to Total Quality Management", McGraw-Hill

6. Jain, "Quality Control And Total Quality Management", Tata McGraw Hill
7. Lal H, "Total Quality Management: A Practical Approach", New Age International Private Ltd
8. Rao, Ashok, "Total Quality Management: A Cross Functional Perspective", Wiley & Sons

Web References

www.managementhelp.org
www.tqmschool.com
www.bpir.com

THIRD SEMESTER **Research Methodology**

Objective: To provide knowledge on research methods, techniques and the process and to develop skills in the application of research methods for business problem solving

Unit I Research -Meaning and purpose -types of research -Pure and applied, survey, case study experimental, exploratory -Research Design -Steps in selection and formulation of research problem - steps in research -review of literature

Unit II Formulation of Hypothesis- Types, sources -Testing -sampling techniques- sampling error and sample size

Unit III Methods of data collection -Primary and secondary data -observation -interview - questionnaire -construction of tools for data collection -testing validity and reliability -pilot study and pre-testing

Unit IV Processing and analysis of data -editing -coding -transcription- tabulation -outline of statistical analysis -descriptive statistics -elements of processing through computers -packages for analysis

Unit V Report writing -target audience -types of reports -contents of reports - styles and conventions in reporting -steps in drafting a report

Book References

- 1 William C Emory, Business Research Methods, Richard D Irwin, NJ
- 2 Donald R Cooper, Business Research Methods 7th Ed, McGraw Hill
- 3 Krishnaswami OR, Methodology of Research for Social Science, Himalaya, Mumbai
- 4 Anderson J. et.al, Thesis and Assignment writing, Wiley Eastern

Web references

www.tutorsindia.com
www.springer.com
www.authorstream.com
www.socialpsychology.org

Knowledge Management

Objective: To provide knowledge on understanding managing human resources in organization and to provide an exposure on the knowledge management tools

UNIT I Knowledge Economy – Technology and Knowledge Management – Knowledge Management Matrix – Knowledge Management Strategy – Prioritizing knowledge strategies – knowledge as a strategic asset

UNIT Knowledge Attributes – Fundamentals of knowledge formation – Tacit and Explicit knowledge – Knowledge sourcing, abstraction, conversion and diffusion

UNIT III Knowledge Management and organizational learning, architecture – important considerations – collection and codification of knowledge – Repositories, structure and life cycle – Knowledge Management infrastructure – Knowledge Management applications – Collaborative platforms

UNIT IV Developing and sustaining knowledge culture – Knowledge culture enablers – implementing knowledge culture enhancement programs – Communities of practice – Developing organizational memory

UNIT V Knowledge Management tools, techniques – Knowledge Management and measurements – Knowledge audit – Knowledge careers – Practical implementation of Knowledge management systems – Case studies

Book Reference

1. Joseph M. Firestone and Mark W. McElroy, Butterworth – Hienemann, Key issues in the New Knowledge Management, KMCI Press
2. Daryl Morey & others Knowledge Management – Classic and contemporary works (Edited) Universities Press India Limited
3. Shelda Debowski, Knowledge Management, , John Wiley & Sons
4. Sudhir Warier, Knowledge Management, Vikas Publishing House Private Limited
5. Stewart Barnes Knowledge Management System Theory and practice (Edited) Thomson Learning
6. Hol Sapple Springer C W, Handbook on knowledge management (Edited)

Web References

www.knowledge-management-online.com
www.systems-thinking.org
www.kmworld.com
www.knowledge-management-tools.net

Fundamentals of Information Technology

Objective: To offer basic skills in computer applications and to develop working knowledge on business related software

Unit I Introduction to Computer -Classification of Digital Computer System- Computer Architecture - Number -Compliments -Logic Gates -Truth Table -Boolean Algebra -Table Simplification of Boolean Function

Unit II Introduction to Computer Software -'C', DBMS, RDBMS -Implementing Number Sorting, Matrix Addition, Multiplication, Palindrome Checking, Searching an Element an Array

Unit III MS- WORD -Creating Word Document -Editing Text -Adding and Formatting Numbers - Symbols -.Getting into Print -MS-EXCEL -Creating Tables Using EXCEL -Using Tables and Creating Graphs -MS-ACCESS -Planning and Creating Tables -forms -Modifying Tables -Creating relational Database- Form Design- Reports -MS-POWERPOINT -Preparing Power Point Presentation for Marketing Products such as CREDIT CARD, Newly Introduced Cosmetic item etc.,

Unit IV Introduction to Internet -Resources of Internet -Hardware and Software Requirement of Internet -Internet Service Providers -Creating an E-Mail Account-Sending and Receiving Messages with Attachments to our friends account -Multimedia and its Applications

Unit V Application software -Accounting packages- Statistical packages -Preparation of financial statements and statistical analysis

Note: The practical examination will be conducted by an internal examiner and an external examiner jointly.

The theory paper (3 hours and, 75 marks) will be scaled to 60 marks. The practical paper (3 hours and 100 marks) will be scaled to 40 marks. The candidate has to secure 50% in each of the practical and theory papers to secure a pass. Failure to secure the minimum either in the theory or the practical will entail the reappearance only in that paper. Twenty marks out of hundred for the practical paper is reserved for the record.

Book References

1 James A. Senn, Information Technology in Business Principles; Practices and opportunities, International Edition, Prentice Hall

2 Corey Sandler, Tom Badget, Jan Wein Garten, Ms-Office for Windows

3 Alexis Leon & Mathew Leon, Fundamental of information Technology, Vikas Publishing Home Pvt.,Ltd

Web references

www.gurukpo.com/admin/bookpdf/66.pdf

www.springer.com

www.emeraldinsight.com

FUNDAMENTALS OF INFORMATION TECHNOLOGY LIST OF PRACTICAL EXPERIMENTS

- Creating Mail merged documents in MS WORD for example, Interview call letters
- Typing tables in Ms Word, for example schedule of debtors
- Creating a Cash budget in MS-EXCEL
- Draw a break even analysis graph in EXCEL
- Draw a graph to compare prices across year of multiple products
- Calculate the NPV of projects using EXCEL
- Computing regression and estimating the dependent variable using EXCEL
- Preparing Flexible budget using EXCEL
- Creating a file debtors and a file of Invoices along with the debtors details (relationship)
- Creating forms of data entry and data editing for a given data file (Include validation)

- Using the query generator to extract data
- Creating a Power Point presentation to promote a product.
- Creating a PP Slide show with clip art and image files
- Spelling checking, formatting and printing in WORD
- Update files in MS-Access
- Use reports to generate summaries in Ms-Access
- Use PP Facilities to create and automate slide show (including transition)
- Computing variance analysis using EXCEL
- Using data from Ms-Access to mail, merge a document in MS-WORD
- Drawing various types of graphs in EXCEL
- Preparation of Ledger Accounts through Tally
- Preparation of Trial balance though Tally
- Computation of Means and Standard deviation through SPSS package
- Computing Correlation and Regression through SPSS Package
- Preparation of Charts and Diagrams through SPSS Package

Web references

www.gurukpo.com/admin/bookpdf/66.pdf

www.springer.com

www.emeraldinsight.com

Extra-disciplinary Paper II - Business Ethics, Corporate Governance & Social Responsibility

Objective: To develop an understanding among students on ethical issues in business and good governance practices and to impart skills of analysis and capability of making business decisions

UNIT I Concept of ethics - sources -- values - codes of conduct - what is an ethical issue? - Ethical theory and its applications to business/morality and ethical theory – Ethical management - love and reverence in work and life - strengthening personal and organizational integrity - the spiritual core of leadership

UNIT II Advertising and information disclosures - environmental responsibility - ethics and ecology - employee rights - conflict of interests - work ethics - professional ethics and responsibility

UNIT III Corporate Social Responsibility (CSR) - meaning - promoting corporate responsiveness - managing socially responsible business

UNIT IV Corporate Governance – Meaning and scope — Origin- Practices –Shareholders Vs. Stakeholders approach –Board mechanism, Role and duties of the directors-Chairman-Governance committees

UNIT V Codes of governance –Birla committee report

Book References

1. A M A, “Corporate Governance And Business Ethics”, Excel Books
2. Cannon Tom, “Corporate responsibility. A textbook on business ethics, governance, environment: role and responsibilities”, Pitman, London
3. Hoffman, W. Michael, et, “Corporate Governance and Institutionalizing Ethics”, Lexington Books

4. Sutton, Brenda, editor, "The Legitimate Corporation; Essential Readings in Business Ethics & Corporate Governance", Blackwell Publishers
5. Manual Vela Squez, "Business Ethics Concepts and Cases", Prentice Hall, New Jersey
6. Kenneth Blanchard and Norman Vincent Peale, "The Power of Ethical Management", New York, William Morrow & Co.,
7. Sekhar R C, "Ethical Choices in Business", Response Books
8. Kendall, Nigel, "Corporate Governance", London, Financial Times Pitman Publishing

Web References

www.business-ethics.com
www.cgi.com
www.businessethics.ca
www.societyforbusinessethics.org
e-businessethics.com

FOURTH SEMESTER

Management Information Systems

Objective: To offer in depth knowledge on information systems in business and their management

Unit I Management Information System – Concept, Need, Strategic role – Evolution of Management Information System – Components of Management Information System – Information flow

Unit II Data base management systems – Objectives and Components – Database design – Creation and control – Recent trends in database

Unit III Developing information system – Planning, Designing and redesigning – Approaches for system development – System analysis and Design – system Implementation and Maintenance

Unit IV Transaction processing and Support system – Transaction processing system – Office automation systems – Decision support systems – Executive information systems – Artificial intelligence and Expert systems

Unit V Functional Information systems – Production, Finance, Human resource and Marketing – Managing information resources – Information Security – Control & Audit of Information Systems

Book References

1. Azam M, **Management Information Systems, Vijay Nicole Imprints**
2. James A O' Brain, Management Information Systems', Tata Mc Graw Hill
3. King R William, 'Management Information Systems'
4. Davis, 'Management Information Systems', Mc Graw Hill
5. Wetherbe, Turban, 'Information Technology for Management', John Willey publisher
6. Prasad L M, Usha Prasad, 'Management Information Systems', Sultan chand & Sons
7. Goyal D P, 'Management Information Systems – Managerial Perspectives', Mac Millan India Ltd
8. Sadagopan S, 'Management Information System', Prentice Hall
9. Eff Oz, 'Management Information Systems', Vikas Publishing house Pvt. Ltd
10. Muneesh Kumar, 'Business Information Systems', Vikas Publishing house Pvt. Ltd
11. Kenneth C. Loudan & Jane P. Loudan, "Essentials of MIS", Prentice Hall India

Web references

www.dbatra.com
www.itworld.com
www.icisa.cag.gov.in

Investment Analysis and Portfolio (Theory)

Objective: To provide knowledge on basics of investment management and to develop skill for investment analysis and portfolio building

UNIT I Nature and scope of investment management -investment objectives, constraints -factors – investment process -investment management and portfolio management -factors for investment analysis -impact of economic analysis -impact of industrial analysis role of capital markets. Understanding the investment environment -sources of investment information

UNIT II Approaches to security analysis- market indicators -security price movements -fundamental analysis -technical-analysis -Dow theory -Random walk theory -efficient market hypothesis -various forms of market efficiency and their implications to security analysis-technical analysis Vs. efficient markets hypothesis -common stock analysis -economic analysis -economic indicators -industry analysis

UNIT III Company analysis components -non financial aspects -financial analysis -financial statement - analysis of prospectus -ratio analysis -BPS, dividend yield -payout ratio -ROI, ROCI -Risk return - market risk -interest rate risk -purchasing power risk -business risk -financial risk -measurement of risk

UNIT IV Portfolio -portfolio management -portfolio theory -meaning and objectives, traditional and modern portfolio theory. Diversification- Markowitz's approach -portfolio management process-portfolio planning- portfolio analysis-portfolio selection -portfolio evaluation -portfolio revision-various steps involved in the development of portfolio

UNIT V Capital market theory -assumptions -risk, investors preference -capital asset pricing model (CAPM) -estimating Betas -significance of betas in portfolio theory -securities market line arbitrage pricing theory- options pricing model-put and call- valuation of various options -futures trading -hedging and forward contracts -Indian stock market and the institutional investors

Note: The proportion between theory and problems shall be 60: 40

Book References

- 1 Prasanna Chandra, Managing Investments, New Delhi, Tata Mcgraw Hill
- 2 Elton, Edwin J & Gruber Martin J, Modern Portfolio Theory & Investment Analysis, Wiley & Sons
- 3 Sidney Cottle, Graham & Dood's, Security Analysis, Tata Mcgraw Hill
- 4 Fisher D & RJ Jordan, Security Analysis & Portfolio Management, Prentice Hall of India

5 Francis J C and S H Arclean, Portfolio Analysis, Prentice Hall of India

6 Russell Fuller et.al, Modern Investments and Security Analysis, McGraw Hill

Web references

www.amazon.com

www.bcci.bg

www.asrm.edu.pk

Merchant Banking and Financial Services

Objective: To provide conceptual understanding and in depth knowledge of merchant banking services concerning financial markets in India and to provide knowledge of financial services

UNIT I Merchant Banking – merchant bankers – corporate counseling – project counseling – pre-investment studies – capital restructuring services – credit syndication – issue management – portfolio management – working capital finance – mergers and acquisition – foreign currency financing – brokering fixed deposits – project appraisal – merchant banking – regulatory framework – SEBI guidelines

UNIT II Public issue management – functions – categories of securities issue – issue manager – role of issue manager – activities involved I issue management – marketing of new issue – pure prospectus method – offer for sale method – private placement method – IPO method – rights issue method – bonus issue method – book-building – ESOP – OTCEI – Credit Syndication Services

UNIT III Post-issue activities – major activities – steps – factors in public issue proposal – pricing of issues – law relating to issue management – SEBI regulations – Prospectus – information – abridged prospectus – misstatement in prospectus – golden rule – types of prospectus – red-herring prospectus – shelf prospectus – M & A services – Portfolio Management Services

UNIT IV Underwriting – meaning – types – mechanism – benefits and functions – Indian Scenario – underwriting agencies – underwriter – underwriting agreement – SEBI guidelines – Bought-out deals – grey market – capital market instruments – types – preference shares – equity shares – CCPS – company deposits – warrants – debentures and bonds – SEBI guidelines – global debt instruments – indexed bonds – floating rate Bonds – ECBs

UNIT V Depository receipts – meaning and mechanism – benefits – steps in issue of GDR – IDR – Stock exchange – history – functions – Indian stock exchanges – SEBI regulations – mechanics of settlement – margin trading – stock trading system -0 dealer trading system – NSMS – ISE – INDONEXT – NSE – Financial Services – leasing – hire-purchase finance – bill financing – factoring – consumer finance – real estate financing – credit cards – credit rating venture capital

Book References

1. Gurusamy S, Merchant Banking and Financial Services, Vijay Nicole and Tata McGraw Hill, , 4th Edition, 2012, New Delhi
2. Khan M Y, "Financial Services", Tata McGraw Hill
3. Sri Ram, "Handbook of Leasing & Hire purchases", ICFAI Hyderabad
4. Stewart, Simon (University Of Adelaide), "Financial Services & Their Regulation"
5. Rose, Peter S., And Fraser, Donald R. "Financial Institutions: Understanding and Managing Financial Services", Tex Business Publications
6. Kinsella, Ray, "New Issues in Financial Services", Powell's Books
7. Anderton, Brian, Ed, "Current Issues in Financial Services", Macmillan

Web References

www.rbi.org.in
www.sebi.gov.in
www.nse-india.com

Project plus Via-voce

Core Papers in lieu of Electives

Financial Derivatives

Objective: To impart conceptual knowledge on financial derivatives and to provide knowledge on accounting for derivatives

UNIT I Financial derivatives – an introduction; Futures market and contracting; Forward market – pricing and trading mechanism; Futures pricing – theories and characteristics

UNIT II Financial derivatives market in India; Regulation of financial derivatives in India

UNIT III Hedging strategy using futures; Stock index futures; Short-term interest rate futures; Long-term interest rate futures; Foreign currency futures; Foreign currency forwards

UNIT IV Options basics; Option pricing models; trading with options; Hedging with options; currency options; Financial Swaps and Options; Swap markets

UNIT V Accounting treatment of derivative transactions; Management of derivatives exposure; Advanced financial derivatives; Credit derivatives

Book References

1. Vohra N D and B.R.Bagri, 'Futures and Options' – II Edition; Tata McGraw Hill Ltd
2. Gupta S L, Financial derivatives, theory, concepts and problems, Prentice Hall India
3. John Hull, Options, Futures and other Derivatives, Prentice Hall India

Web References

www.internationalfinancemanagement.com
www.onlinelibrary.wiley.com
www.emeraldinsight.com

UNIT I Introduction :The Income Tax Act 1961 - Basic concepts : Agricultural income - Assessee-Assessment year - Average rate of tax – Exempted income of a person - gross total income - Previous year - Charge of income Tax; Capital and Revenue : Receipts capital or revenue expenditure subsidy residence and Incidence of Tax: Residence Determination of the Residential status Incidence of Tax , Tax Free Incomes

UNIT II Head of Income: Computation of Income from salaries, Income from house property, Profits and gains of business or profession, Capital gains and income from other sources

UNIT III Clubbing of Income Transfers Income of individual to include income of spouse etc. Liability of person in respect of income included in the income of another person aggregation of income set off losses; Early forward and set of losses Deductions from gross total income and rebate of Tax

UNIT IV Assessment: Assessment of individuals Hindu/undivided families partnership firms and companies

UNIT V Tax Administration: Income tax authorities Procedure for assessment Deduction of tax at source: salaries, interest on securities. Dividends, winnings from lottery or cross word puzzles, winnings from horse races - Insurance commission Penalties imposable and prosecution

Book References

1. Hariharan N, Income Tax Law and Practice, Vijay Nicole Imprints
2. Bhagawath Prasad Direct Taxes Law and Practice
3. DinakarPagre - Direct Taxes
4. Singharia V K Direct Taxes Law & Practice
5. Bhattacharya S Indian income Tax Law & Practice

Web References

www.incometaxindia.gov.in
www.taxsmile.com
www.law.incometaxindia.gov.in
www.taxmanagementindia.com

Accounting for Decision Making

Objective: To apply advanced managerial accounting concepts in order to make more informed and more effective decisions in simulated and actual business situations, to develop management accounting information systems that will play an important role in the overall success of an organization and to analyze and to apply Modern cost analysis techniques to control and to reduce the cost to enhance the value

UNIT I Cost Volume Profit analysis and Decision Making – Pricing Decision under special circumstance – Make or Buy – Shutdown or continue – Export Vs Local Sale – Expand or contract decisions – Product Mix – Price Mix decisions

UNIT II Cost concepts in Decision Making – Incremental costing – Differential costing in managerial Decision making

UNIT III Capital Investment Decision – Payback and discounted payback – Net present value and taxation – Internal Rate of Return – Accounting Rate of Return – Post project evaluations

UNIT IV Transfer pricing – Introduction – Objectives of Transfer Pricing – Methods of Transfer pricing – Transfer Pricing and Performance Measurement and Compensation Issues - Conflict between division and Company – Congruence

UNIT V Activity based approaches to Cost and Management Analysis – Activity Based Costing – Activity Based Management –Target costing – Cost ascertainment and pricing using Target Costing

Book References

1. Charler Brandon, Managerial Accounting, TMH, New Delhi
2. Ray H.Garrison, Managerial Accounting, TMH, New Delhi
3. Ravi M.Kishore, Advanced Management Accounting, Taxman, Publications, New Delhi
4. Advanced Management accounting – Study Material – Institute of Chartered Accountants
5. Horngren, Foster, Datar & Gowing. *Cost Accounting: A Managerial Emphasis*. 5th Cdn edition. Pearson

Web References

www.accountingcoach.com
www.accountingstudyguide.com
www.cimaglobal.com
www.futureaccountant.com

Indirect Taxes

Objective: To provide distinction between Direct Tax and Indirect Tax and also related incidence of tax rules for indirect tax and to provide understanding on the concept central excise and Service under the emerging increase importance of service sector

UNIT I Basics: Tax Vs Duty; Direct Tax Vs Indirect Tax – Powers of Union/States – Varieties of Indirect Taxes – Movement towards GST

UNIT II Central Excise: Factors for Levy of Excise Duty – Goods, Excisable Goods, Manufacture, India – First principles of valuation of goods – Types of Excise Duty – Procedure for assessment and payment of Excise Duty – Philosophy of Cenvat – Registration

UNIT III Service Tax: Genesis – First Principles of Taxable Service, Negative list, Exemption list, Taxable area, non-taxable area, point of taxation and valuation - Procedure for assessment and payment of Service Tax – Philosophy of Cenvat – Registration

UNIT IV Factors for levy of Customs Duty – First principles of valuation – Procedure for assessment and payment of Customs Duty – Types of Customs Duty – Warehousing – Drawback

UNIT V Value Added Tax: Salient features of VAT – Sales, Not Sales and Deemed Sales – Goods and Not Goods – Procedure for assessment and payment of VAT – Composition Scheme – Philosophy of Input Tax Credit – Registrations – Glimpses of CST

Note: 80% Theory and 20% simple problems only from “Customs and Excise”

Book References

1. Datey, Indirect Taxes, Taxman Publication
2. Reddy T S and & Hariprasad Y Reddy, Business Taxation, Margham Publications
3. Govindan N S, Indirect Taxes made easy, Seethraman & Co
4. Finance Act, 1994
5. Central Excise Act, 1944
6. Customs Act, 1962
7. CST Act, 1956
8. TNVAT Act, 2006

Web References

www.legalserviceindia.com
www.indiacorporateadvisor.com
www.tnvat.gov.in
www.cbec.gov.in
www.aces.gov.in

Computerized Accounting

Objective: To develop the skills of students to prepare accounting statements using accounting software

Unit I Introduction – features – basic concept of Computerized accounting and Inventory system – accounts organisation & types of accounts – accounts statements – purchases & sales – credit & debit – transaction, invoice, voucher, order, cost & stock – income & expenses – inventory control

Unit II Masters – creation of Accounts Master – Ledger – cost – group – Budgets – Voucher & Inventory – creation of Inventory Master – Stock Item – Group & Unit measurement - Transactions – Accounts vouchers entry – contra – receipt – payment – journal – debit & credit notes – sales, purchase option and post-date vouchers. Inventory voucher entry – types – delivery challan – Goods Receipt Note, Sales & Purchase returns – Invoice – Stock Transfer – Bill of Material Physical Stock Voucher

Unit III Reports – Accounting Report – Trial Balance – Profit & Loss account – Balance Sheet & Stock Statement – Account Books – Cash & Bank Books – Ledger summaries – Bills Receivable & Payable Statements

Unit IV Inventory Report – Stock Summaries – Group Summaries – Order Books & Summary – Order status – Sales Order Summary - Purchase Order Summary – Printing – Reports on Printer – Reports to File

Unit V Statutory Reports – VAT – TDS – Service Tax – CST – Budgeting

Note: The practical examination will be conducted by an internal examiner and an external examiner jointly. The Theory paper (3 hours & 100 marks) will be scaled to 60 marks. The practical paper (3 hours & 100 marks) will be scaled to 40 marks. The candidate has to secure 50% in each of the Practical & Theory papers to secure a pass. Failure to secure the minimum either in the Theory or in

the Practical will entitle the reappearance only in that paper. 20 marks out of 100 for the practical paper is reserved for the record.

Book References

1. Nidhani , Implementing Tally
2. Namrata Agarwal, “ Financial Accounting using Tally”, Dream tech Publishers, New Delhi, 2003

Web references

www.charteredaccountants.com.au
www.computerizedaccount.tripod.com
www.academyoflearning.com

<http://experts.tallysolutions.com/tallyweb/modules/operation/extranet/CXERPDownloadViewMgr.php>

Group B Electives – Human Resource Management



Strategic Human Resource Management and Development

Objective: To provide knowledge on understanding managing human resources in the organizations, and to offer exposure on human resources practices in organizations

UNIT I Meaning- Strategic framework for HRM and HRD –Vision, Mission and Value-Importance – Challenges to organisations –HRD functions –Roles of HRD professionals –HRD needs assessment – HRD practices –Measures of HRD performance – Links to HR, Strategy and business goals –HRD program implementation and evaluation – Recent trends –strategic capability, bench marking and HRD audit

UNIT II E - Employee profile – E- selection and recruitment – Virtual learning and orientation – E- training and development – E- performance management and compensation design –Development and implementation of HRIS- Designing HR portals –Issues in employee privacy –Employee surveys online

UNIT III Domestic Vs International HRM – Cultural dynamics – Culture assessment - Cross cultural education and training programs – Leadership and strategic HR issues in international assignments – Current challenges in outsourcing, cross border M and A-Repatriation etc. – Building multicultural organizations- international compensation

UNIT IV Career concepts – Roles – Career stages – Career planning and process – Career development models- Career motivation and enrichment – Managing career plateaus –Designing effective career development systems- Competencies and career management- Competency mapping models- Equity and competency based compensation

UNIT V Need for coaching – Role of HR in coaching – Coaching and performance- Skills for effective coaching – Coaching effectiveness – Need for counselling – Role of HR in counseling – Components of counseling programs –Counseling effectiveness –Employee health and welfare programs – Work stress- Sources – Consequences – Stress management techniques – Eastern and Western practices- Self management and Emotional intelligence

Book References

1. Jeffrey A Mello, 'Strategic Human Resource Management', Thomson, Singapore, southwestern
2. Randy L.Desimone, Jon M. Werner – David M. Marris, 'Human Resource Development', Thomson Southwestern, Singapore
3. Robert L.Mathis and John H.Jackson, 'Human Resource Management', Thomson Southwestern, Singapore
4. Rosemary Harrison, 'Employee Development' –University Press, India ltd, New Delhi
5. Srinivas Kandula, 'Human Resource management in Practice', Prentice Hall of India, 2005, New Delhi

Web References

www.springer.com
www.emeraldinsight.com
www.tatamcgrawhill.com
www.onlinelibrary.wiley.com

Industrial Relations and Labour Welfare

Objective: To offer knowledge on managing industrial relations and the processes, regulations and the authorities regarding industrial relations

UNIT I Concepts – Importance - Industrial Relations Problems in the Public Sector- Growth of Trade Unions- Codes of conduct

UNIT II Disputes – Impact – Causes – Strikes - Prevention – Industrial Peace –Government Machinery- Conciliation – Arbitration – Adjudication

UNIT III Concept –Objectives – Scope – Need- Voluntary Welfare Measures – Statutory Welfare Measures- Labour- Welfare Funds- Education and Training Schemes

UNIT IV Causes of Accidents – Prevention – Safety – Provisions – Industrial Health and Hygiene- Importance – Problems-Occupational Hazards- Diseases – Psychological problems- counseling- statutory provisions

UNIT V Child Labour – Female Labour- Contact Labour – Construction Labour –Agricultural labour – Disabled – Welfare of knowledge – Social Assistance – Social Security- Implications

Book References

1. Mamoria C.B. and Sathish Mamoria , 'Dynamics of Industrial Relations', Himalaya Publishing House, New Delhi 1998
2. Dwivedi. R.S. 'Human Relations & Organisational Behaviour', Macmillan India Ltd., New Delhi, 1997
3. Ratna Sen, 'Industrial Relations in India', Shifting Paradigms, Macmillan India Ltd., New Delhi, 2003
4. Srivastava, 'Industrial Relations and Labour laws', Vikas 4 th edition, 2000
5. Venkata Ratnam C S, 'Globalisation and Labour Management Relations', Response Books, 2001

Web References

www.springer.com
www.emeraldinsight.com
www.tatamcgrawhill.com
www.onlinelibrary.wiley.com

Change Management

Objective: To enable students to analyze strategic change and how change impacts managerial issues

UNIT I Nature, forces, types and models of organizational change - impact of change, transition management

UNIT II Progress and challenges in organizational change management - learning organization, role of politics

UNIT III Motivating and enabling change, managing complex major changes Effective change leader –Mapping change – the cultural web – cultural attributes to change – resistance to change

UNIT IV Mapping change – the cultural web – cultural attributes to change – resistance to change

UNIT IV Systems approach to change, intervention strategy model, total project management model

4. Dubin, Leadership,' Research Findings, Practices & skills', Biztantra
5. Mathis Jackson Human Resource Management', Thomson Southwestern

Web References

www.springer.com
 www.emeraldinsight.com
 www.tatamcgrawhill.com
 www.onlinelibrary.wiley.com

Human Resources Accounting and Audit

Objective: To impart knowledge on Human Resource Accounting and to expose students to Human resource practices in the corporate world

UNIT I HR as assets- Definition of Human Resource Accounting – Introduction to Human Resource Accounting – Human Resource accounting concepts, methods and applications – Human Resources accounting Vs other accounting

UNIT II Measuring human resource cost -investment in employees-Replacement costs – Determination of Human Resource value – Monetary and non-monetary measurement methods – Return on Investment approach

UNIT III Developing Human Resource Accounting systems – Implementation of Human Resource accounting – Integrated of accounting with other accounting systems – Recent advancements and future directions in Human Resource Accounting

UNIT IV Role of Human Resource audit in business environment - HR Audit objectives – Concepts – Components –Need- benefits – Importance – Methodology- Instruments –HRD scorecard – Effectiveness of as an instrument – Issues in HR audit – Focus of HRD audit.

UNIT V HRD audit report –Concept –Purpose –Role of HR managers and auditors – Report Design-Preparation of report – Use of Human Resource audit report for business improvement – Case studies

Book References

1. Eric G. Flamholtz, 'Human Resource Accounting –Advances in Concepts, Methods and Applications", Third Edition
2. Pramanik.A.K(1993) M.C. Jain," Human Resource Accounting" Pointer publishers, Jaipur
3. Nigam, M.S.Nigam S (1993) Importance of Human Resource in Organization, Pointer publishers, Jaipur
4. Prakash J, Khanelwal M C, Jain SC (1993), Human Resource Accounting, Pointer publishers, Jaipur

Web References

www.springer.com
www.emeraldinsight.com
www.tatamcgrawhill.com
www.onlinelibrary.wiley.com

Group C Marketing Management Electives

CRM and Relationship Marketing

Objective: To impart knowledge on customer relationship management and to provide an overview on the various concepts relating to relationship marketing

UNIT I Customer Relationship Management - Measurement - Qualitative Measurement Methods - Quantitative Measurement Methods - Calculating Relationship Indices

UNIT II Customer Relationship Survey Design - Statistical Analysis of Customer Surveys - Using Customer Relationship Survey Results

UNIT III Relationships in Marketing - Relationship Concepts - Relationship Drivers - Lasting Relationships

UNIT IV Customer Partnerships – Internal Partnerships – Supplier Partnerships – External Partnership

UNIT V The Technological Revolution – Relationship Management – Changing Corporate Cultures

Book References

1. John Egan, "Relationship Marketing, Exploring Relational Strategies In Marketing", Prentice Hall
2. John Anton, "Customer Relationship Management", Prentice Hall
3. Jagdish N Sheth and Atul Parvatiyar, "Handbook of Relationship Marketing", Response Books
4. Anderson, "Customer Relationship management", Tata McGraw Hill
5. David Strutton; Lou E. Pelton; James R. Lumpkin, "Marketing Channels: A Relationship Management Approach", McGraw-Hill Higher Education
6. Zineldin, Mosad, "Strategic Relationship Management: A Multi-Dimensional Perspective: Towards a New Co-Operative Framework on Managing, Marketing and Organizing", Coronet Books Publishers
7. McKenna, Regis, "Relationship Marketing: Successful Strategies for the Age of the Customer", Addison-Wesley Longman
8. Christopher, Martin, "Relationship Marketing", Science & Technology Books

Web References

www.marketingpower.com
www.tutor2u.net
www.marketingprofs.com

APPENDIX – 7(R)

UNIVERSITY OF MADRAS

1. MASTER OF COMMERCE (M.Com.)

CHOICE BASED CREDIT SYSTEM

Modified Regulation

I. That in the Regulations relating to M.Com. Degree Course Core paper IV Managerial Economics under the Scheme of Examinations and the list of Electives be modified to read as follows:

FIRST SEMESTER

Course Components	Code	Subjects	Instructional Hours	Credits	Exam. Hours	Max. Marks		
						CIA	External	Total
Core Paper – IV		Managerial Economics #		4	3	25	75	100

Composition of marks: 60 % theory and 40 % problems.

\$ Electives are to be chosen from the List of Electives listed at the end.

Revised List of Electives

(Students can choose any five electives from the following list)

- a) Accounting for Specialized Institutions
- b) Income Tax Law and Practice
- c) Accounting for Decision Making
- d) Indirect Taxes
- e) Computerized Accounting
- f) Strategic Human Resource Management and Development
- g) Industrial relations and Labor Welfare
- h) Change Management
- i) Managerial Behavior and Effectiveness
- j) Human Resources Accounting and Audit
- k) CRM and Relationship Marketing
- l) Consumer Behavior
- m) Consumer Rights and Education
- n) Advertising and Salesmanship
- o) International Marketing

II. The above amendment to the Regulations to take effect from the academic year 2014-15 onwards.

APPENDIX – 7(S)
UNIVERSITY OF MADRAS
1. MASTER OF COMMERCE (M.Com.)

CHOICE BASED CREDIT SYSTEM

REVISED SYLLABUS

(w.e.f.2014-15)

(i.e. candidates admitted to the course from the academic year 2014-15 onwards)

FIRST SEMESTER

Core Paper – I Advanced Corporate Accounting and Accounting Standards

Objective: To impart knowledge on corporate accounting methods and procedures and to develop skills in the preparation of accounting statements and in their analysis

Unit I - Advanced problems in share capital and debenture transactions including underwriting - Valuation of goodwill and shares

Unit II - Acquisition, Amalgamation, absorption and reconstruction (internal and external) schemes -

Unit III - Consolidated final statement of Holding companies and subsidiary companies –inter-company holdings and Owings -treatment of dividends

Unit IV - Statements for liquidation of companies

Unit V - Basic postulates of accounting theory and generally accepted accounting principles and practices recommended by the ICAI -Mandatory Accounting Standards (AS) issued by the Ministry of Corporate Affairs (MCA)

Note: The proportion between theory oriented and problem oriented questions in the University examination shall be 20:80

Book References

1. M.C. Shukla and T. S. Grewal, Advanced Accounts, New Delhi, S. Chand and Co.
- 2 R.L. Gupta and M. Radhaswamy, Advanced Accounts, New Delhi, Sultan Chand
- 3 S.P. Jain and K.L. Narang, Advanced Accounts, Ludhiana, Kalyani Publishers
- 4 T S Reddy, et.al., Corporate Accounting, Chennai, Margam Publications

Web references

www.indiacorporateadvisor.com

www.iimcal.sc.in

www.futureaccountant.com

Core Paper IV - Managerial Economics

Objective: To offer expertise and knowledge on the application of economic theories and concepts to business decisions

Unit I The Scope and Methods of Managerial Economics -Risk -uncertainty and probability analysis - Approach to managerial decision making and the theory of firm

Unit II Demand analysis, basic concepts and tools of analysis for demand forecasting, use of business indicators; demand forecasting for consumer goods, Consumer durable and capital goods

Unit III Concepts in resource allocation, cost analysis; breakeven analysis, short run and long run cost functions; production function: cost -price -output relations -Capital investment analysis - Economics of size and capacity utilization input -output -analysis

Unit IV Market structure, Pricing and output; general equilibrium. Product policy, rates, promotion and market strategy -Advertising rates model- Advertisement budgeting

Unit V Pricing objectives -pricing methods and approaches -Product line pricing -Differential pricing - Monopoly policy restrictive agreements -Price discrimination -Measurement of economic concentration -Policy against monopoly and restrictive trade practices

Book References

- 1 Peterson, Managerial Economics 4th Ed. Pearson Education, New Delhi,
- 2 Spencer, M.H. : Managerial Economics, Text Problems and Short Cases
- 3 Mote and Paul: Managerial Economics TMH, New Delhi
- 4 Sampat Mokherjee, Business and Managerial Economics Calcutta New Central Book Agency
- 5 D.N. Dwivedi Managerial Economics, New Delhi Vikas

Note: The proportion between theory oriented and problem oriented questions in the University examination shall be 60:40.



Elective Paper - Accounting for Specialized Institutions

Objective: To provide in-depth understanding about the accounting practices to be followed to maintain the accounts of various specialized institutions and to update the knowledge of accounting standards for specified nature of accounts

UNIT I - Accounting for banking companies

UNIT II – Accounting for insurance companies (both life and non-life)

UNIT III Double account system – meaning - differences between single and double account system, advantages and disadvantages of double account system – preparation of final accounts of electricity companies

Unit IV Accounting for price level changes -Social responsibility accounting - Human resources accounting

UNIT V Accounting for Educational Institutions - Voyage Accounts – Accounting for package and containers - Accounting for Investments AS 13

Note: The proportion between theory oriented and problem oriented questions in the University examination shall be 20:80

Appendix – 4 (S)

University of Madras

SYLLABUS FOR THE COURSES ON SOFTSKILLS (w.e.f. 2007-2008)

COMMUNICATION SKILLS

INSTRUCTIONAL DESIGN

I) IN THE CLASSROOM

1. Concept Introduction – Spring board story/ Turning-point anecdote (better if from personal experience).

To break the ice and to introduce the new idea, begin with a short anecdote, preferably from individual experience rather than an imaginary one. E.g.: to introduce Conflict Resolution concept, relate a small account of a family argument.

2. Use it as illustration – identify efficient practices and identify that which could have been avoided.

Draw from the story strategies used to resolve the conflict. Identify those strategies (words, gestures) that led to more arguments. Put them down as points.

3. Fix the starting point – state required – the first step – guided practice.

In the story, every conflict needs a starting point. Identify the state required for the conflict to begin. E.g.: anger, suspicion, etc. Also identify the state required to resolve the conflict, such as, control of anger, logical thinking, rational approach, etc.

4. Sample Performance – Group feedback – Model+ Model-to-be practiced in groups.

Create a sample performance for each new concept using the above mentioned approaches. Each group can practice with one idea. Feedbacks are necessary.

5. Recommended Self-practice

6. Next session – to begin with Group leaders' report

II) EVALUATION

1. Record Book – Vocabulary, Phrase, Sentences + Reading Source

Maintain a record book of new words, phrases or sentence structures learnt. Document the source from which the new words were taken, such as newspapers, books, etc.

2. Case Writing for Soft-People-Communication Skills - Real life, movies, TV serials, Pop music, magazines, newspaper reports

UOM S 001 ESSENTIALS OF LANGUAGE AND COMMUNICATION

**PAPER I
ELECTIVE I**

**SEMESTER – I
CREDIT - II**

Objectives

- § *enable* students to build a repertoire of functional vocabulary and to move from the lexical level to the syntactic level
- § *train* students to summon words, phrases relevant to the immediate communication tasks
- § *enable* students to comprehend the concept of communication
- § *teach* students the four basic communication skills – Listening, Speaking, Reading and Writing

UNIT 1: Recap of language skills – vocabulary, phrase, clause, sentence

UNIT 2: Fluency Building – word match, reading aloud, recognition of attributes, parts of speech in Listening and reading, listening – reading comprehension

UNIT 3: Principles of Communication – Communication as coding and decoding – signs and symbols – verbal and non –verbal symbols – Language AND communication; language VS communication – media/channels for communication

UNIT 4: Types of Communication- functional, situational, verbal and non-verbal, interpersonal, group, interactive, public, mass line, dyadic – with illustrations

UNIT 5: LSRW in Communication – Listening – active vs passive (Talk less, listen more); Speaking - Speech vs enunciation (mind your tone); Reading –Focus on the structure not on the theme alone; Writing – Precise, not only précis writing

Practicals:

Units 1 and 2 : Record Book

Units 3 and 4 : Scrap Book

Unit 5: Group Games/Activities

Recommended Texts

- § Monippally, Matthukutty. M. 2001. *Business Communication Strategies*. 11th Reprint. Tata McGraw-Hill. New Delhi
- § Sasikumar.V and P.V. Dhamija. 1993. *Spoken English: A Self-Learning Guide to Conversation Practice*. 34th Reprint. Tata McGraw-Hill. New Delhi
- § Swets, Paul. W. 1983. *The Art of Talking So That People Will Listen: Getting Through to Family, Friends and Business Associates*. Prentice Hall Press. New York
- § Hewings, Martin. 1999. *Advanced English Grammar: A Self-Study Reference and Practice Book for South Asian Students*. Reprint 2003. Cambridge University Press. New Delhi
- § Lewis, Norman. 1991. *Word Power Made Easy*. Pocket Books

- § Hall and Shephard. *The Anti-Grammar Grammar Book: Discovery Activities for Grammar Teaching*. Longman

Websites

- § www.tatamcgrawhill.com/digital_solutions/monippally
 § www.dictionary.cambridge.org
 § www.wordsmith.org

UOM S 002 LANGUAGE AND COMMUNICATION – ADVANCED LEVEL

PAPER – II

SEMESTER-II

ELECTIVE – II

CREDIT - II

Objectives

- § *enable* students to convert the conceptual understanding of communication into everyday practice
 § *train* students to ground concepts/ideas in their own experience
 § *create* a learner-language interface enabling students to exercise control over language use
 § *sensitise* students to the nuances of the four basic communication skills – Listening, Speaking, Reading and Writing

UNIT I: Twinning Functions of Listening and Speaking – Recap of active and passive listening exercises – Analytical listening – syllable/word stress: clear enunciation – Qualities of a good listener and a good speaker.

UNIT II: Twinning Functions of Reading and Writing – Discriminatory reader thoughtful writer – Spotting, correcting errors; critique – Skimming, scanning, structuring – language, tone, ordering, etiquette and perspective.

UNIT III: Individual Communication – Self advertising – Over stating and under stating – Overcoming shyness – Writing curriculum vitae, Statement of Purpose – Talking about oneself; interview.

UNIT IV: Intermediary Communication – Overcoming mental blocks, prejudices and hotspots of the addressee – telephone, teleconferencing, web chat – greeting, introducing – memos, reports, minutes, business correspondence.

UNIT V: Social Communication – Etiquette in LSRW – polite yet assertive, tackling questions, seeking permission, expressing gratitude – gender fair language – discourse and transactional analysis – empathy.

Practicals:

Unit 1: Listening Comprehension using audio programmes + Creating audio files for speaking.

Unit 2: n class and take home exercises

Unit 3: and Unit 4: Group games and role play
Unit 5: Create archives from different media for LSRW

Recommended Texts

- Windshuttle, Keith and Elizabeth Elliot.1999. *Writing, Researching and Communicating: Communication Skills for the Information Age*. 3rd Reprint. Tata McGraw-Hill. Australia
- Dignen, Flinders and Sweeney. *English 365*. Cambridge University Press
- Goleman, Daniel. 1998. *Working with Emotional Intelligence*. Bantam Books. New York
- Jones, Leo and Richard Alexander. 2003. *New International Business English*. Cambridge University Press
- I. Jayakaran. 2000. *Everyone's Guide to Effective Writing*. 2 M Publishing International, Chennai.

UOM S 003 ESSENTIALS OF SPOKEN AND PRESENTATION SKILLS

PAPER III
ELECTIVE III

SEMESTER III
CREDIT II

Objectives

- § *train* students to become aware of their thinking styles and to enable them to convert thinking into performance
- § *prepare* students to evolve mental models for intra-personal and inter-personal transactions
- § *make* students reflect and improve their use of body language – posture, gesture, facial expression, tone

UNIT I: Thinking and Articulation – cognitive, affect, critical, creative aspects of articulation – recap of word and thought match exercises – common confusables; active and passive voice; phrasal verbs and prepositional verbs.

UNIT II: Acquisition of Oral and Aural Skills – introduction to vowel and consonant sounds; introduction to syllable stress; noun stress; voiced and voiceless sounds; diphthongs; rate of speech.

UNIT III: Communication Boosters – aura words; body language – voice, posture and gesture; eye contact; dress codes; verbal crutches; pronunciation – contextualisation – creating and understanding contexts

UNIT IV: Function of Cultural Codes in Presentation –Planning, preparing and delivering a presentation - etiquette; clarity; lively delivery – Speech generation; speech rhythm; speech initiators.

UNIT V: Models of Presentation – Impromptu speech – tackling hesitation, shyness and nervousness in speaking – Public speaking, academic and professional presentations – Group discussions – facilitators and impediments.

Practicals:

Unit 1: Fish bowl, just a minute and dumb charade games

Unit 2: Audio files and listening to audio cassettes

Unit 3: Video files and watching clippings and analyzing communication boosters

Unit 4: Case studies; record book

Unit 5: Student presentation individually and in groups

Recommended Texts

- § Powell. *In Company*. Macmillan
- § Cotton, et al. *Market Leader*. Longman
- § Pease, Allan. 1998. *Body Language: How to Read Others Thoughts by their Gestures*. Sudha Publications. New Delhi
- § Gardner, Howard. 1993. *Multiple Intelligences: The Theory in Practice: A Reader*. Basic Books. New York
- § De Bono, Edward. 2000. *Six Thinking Hats*. 2nd Edition. Penguin Books.
- § De Bono, Edward. 1993. *Serious Creativity*. Reprint. Harper Business.
- § Mohan, Krishna and Meera Bannerji, 2001, *Developing Communication Skills*. Macmillan.
- § V. Syamala, 2002. *Effective English Communication for you*. Emerald Publishers, Chennai.

UOM S 004 SPOKEN AND PRESENTATION SKILLS – ADVANCED LEVEL**PAPER IV****SEMESTER IV****ELECTIVE IV****CREDIT II****Objectives**

- § *coach* students to identify, classify and apply relevant skill sets
- § *illustrate* role of skills in real-life work situations with case studies, role play, etc.
- § *translate* performance of skills into efficient habits
- § *enable* students to perceive cultural codes involved in presentation and design language performance accordingly

UNIT I: General Language Knowledge and Presentation – STAR strategy – MOM plan

UNIT II: Special Language Knowledge and Presentation –tone, humour, poise – listner/speaker sensitivity and articulation.

UNIT III: General Communication Skills for Presentation – content matching and language matching for specific audience – etiquette, clarity – delivery – use and abuse of hitech aids.

UNIT IV: Professional Communication Skills for Presentation – technical presentations – too much or too little use of technology – Turn taking – Effective not offensive or defensive handling of questions

UNIT V: Social Communication Skills for Presentation – socializing – ice breakers; small talk – dialogue, debate, discussion – selling, advertising and persuading – overcoming shyness, hesitation – understanding cultural codes.

Practicals:

Unit 1: Case Studies

Units 2,3,4 and 5 : Role play and record work – combination of print, audio and video, where possible.

Recommended Texts

- § Cathcart, Robert. S. and Larry A. Samovar. 1970. *Small Group Communication: A Reader*. 5th Edition. Wm. C. Brown Publishers. Iowa
- § Tamblyn, Doni and Sharyn Weiss. 2000. *The Big Book OF Humorous Training Games*. 2004 Edition. Tata McGraw-Hill. New Delhi
- § Andrews, Sudhir. 1988. *How to Succeed at Interviews*. 21st Reprint. Tata McGraw-Hill. New Delhi
- § Monippally, Matthukutty. M. 2001. *Business Communication Strategies*. 11th Reprint. Tata McGraw-Hill. New Delhi
- § Lucas, Stephen. 2001. *Art of Public Speaking*. Mc-Graw Hill.
- § Pillai, Radhakrishnan, 2006. *Spoken English for you*. Emerald Publishers, Chennai.

**SOFT SKILLS TRAINING SYLLABI
PERSONALITY DEVELOPMENT COURSE**

**LEVEL I : PERSONALITY ENRICHMENT
LEVEL II: LIFE AND MANAGERIAL SKILLS**

UOM S 005 PERSONALITY ENRICHMENT : LEVEL I

**L+T&P= C
1+ 1 = 2**

OBJECTIVES

- To make students understand the concept and components of personality, thereby to apply the acquired knowledge to themselves and to march towards excellence in their respective academic careers.
- To enable students to keep themselves abreast of general knowledge and current information.
- To bring out creativity and other latent talents with proper goal setting so that self-esteem gets enhanced.
- To sharpen memory skills and other study skills, which are vital for academic excellence.
- To give training for positive thinking which will keep the students in a good stead at the time of crisis.

Unit I- Introduction

Definition of Personality

Determinants of Personality- biological, psychological and socio- cultural factors.

Misconceptions and clarifications

Need for personality development

Unit II- Self-Awareness and Self Motivation

Self analysis through SWOT and Johari window

Elements of motivation

Seven rules of motivation

Techniques and strategies for self motivation

Motivation checklist and Goal setting based on principle of SMART

Self motivation and life

Importance of self-esteem and enhancement of self-esteem.

Unit III- Memory and study skills

- Definition and importance of memory
- Causes of forgetting
- How to forget (thought stopping), how to remember (techniques for improving memory)
- The technique of passing exams-management of examination fear.

Unit IV- Power of positive thinking

- Nurturing creativity, decision-making and problem solving.
- Thinking power- seven steps for dealing with doubt
- Traits of positive thinkers and high achievers
- Goals and techniques for positive thinking
- Enhancement of concentration through positive thinking
- Practicing a positive life style.

Unit V- General knowledge and current affairs

- Regional, national and international events
- Geographical, political and historical facts
- Information on sports and other recreational activities
- Basic knowledge with regard to health and health promotion

PRACTICAL TRAINING

- The course would include the following practical exercises.
- Ice- breaking. Brainstorming and simulation exercises. Thought stopping.
- Memory and study skills training

REFERENCES

- Mile, D.J (2004). Power of positive thinking. Delhi: Rohan Book Company.
- Pravesh Kumar (2005). All about self- Motivation. New Delhi: Goodwill Publishing House.
- Dudley, G.A. (2004). Double your learning power. Delhi: Konark Press. Thomas Publishing Group Ltd.
- Lorayne, H. (2004). How to develop a super power memory. Delhi: Konark Press. Thomas Publishing Group Ltd.
- Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata Mc Graw Hill.

UOM S 006 LEVEL II: LIFE AND MANAGERIAL SKILLS

L+T&P= C

1+ 1 = 2

OBJECTIVES

To help students understand the mechanism of stress particularly negative emotions such as anxiety, anger and depression for effective management.

To introduce the basic concepts of body language for conflict management.

To give inputs on some of the important interpersonal skills such as group decision-making, negotiation and leadership skills.

To make students learn and practice the steps involved in time management

To impart training for empowerment thereby encouraging the students to become successful entrepreneurs.

Unit I- Stress Management

- Definitions and manifestations of stress
- Stress coping ability and stress inoculation training
- Management of various forms of fear (examination fear, stage fear or public speaking, anxiety), depression and anger.
- Dealing with crisis and disasters.

Unit II- Social Skills and Conflict Management Skills

- Component of Social Skills, effective ways of dealing with people.
- Types of conflict (intrapersonal, intra group and inter group conflicts)
- Basic concepts, cues, signals, symbols and secrets of body language
- Significance of body language in communication and assertiveness training
- Conflict stimulation and conflict resolution techniques for effective conflict management

Unit III- Interpersonal Skills

- Concept of team in work situation, promotion of team spirit, characteristics of team player.
- Awareness of one's own leadership style and performance.
- Nurturing leadership qualities.
- Emotional intelligence and leadership effectiveness- self awareness, self management, self motivation, empathy and social skills
- Negotiation skills- preparation and planning, definition of ground rules, clarification and justification, bargaining and problem solving, closure and implementation

Unit IV- Time Management

Time wasters- Procrastination
 Time management personality profile
 Time management tips and strategies
 Advantages of time management

Unit V- Towards Empowerment

Stimulating innovation and change- coping with “temporariness”
 Network culture
 Power tactics and power in groups (coalitions)
 Managerial empowerment and entrepreneurship
 Prevention of moral dwarfism – Moral and social code of conduct, ethics and other values, social concerns.
 Altruism (prosocial behavior/ helping behavior)
 Spirituality (clarifications with regard to spirituality)- strong sense of purpose- trust and respect- humanistic practices- toleration of fellow human beings expressions.

PRACTICAL TRAINING

Relaxation exercises- Western (Autogenic Relaxation) and Indian techniques (Shavasana)
 Role- play, Social skills workshop
 Transactional Analysis

REFERENCES

- 1.Swaminathan. V.D & Kaliappan. K.V(2001). Psychology for Effective Living. Chennai. The Madras Psychology Society.
- 2.Robbins, S.B.(2005). Organizational Behavior. New Delhi: Prentice Hall of India.
- 3.Smith, B (2004). Body Language. Delhi: Rohan Book Company.
- 4.Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata Mc Graw Hill.

UOM S 007 Computing Skills - Basic

Objective: The major objective in introducing the Computer Skills course is to impart training for students in Microsoft Office which has different components like Ms word, MS Excel, Ms Access, Power point etc., at two levels based on their knowledge and exposure. It provides essential skills for the user to get adapted to any work environment, as most of the systems in any workplace have Ms Office installed for their day to day activities. The course is highly practice oriented rather than regular class room teaching.

Pre-requisite : NIL

Unit I : *Introduction to Computers* – Classification of computers; Role of Computers in society; Inside Computers – Hardware (processing, memory, i/o, storage), Software(systems, application), CPU, OS (DOS, Windows, Unix, Linux), Storage devices; Programming – Overview, need for languages, skills; Networking Basics; Virus; Hacking

Unit II : *Word Processing* – Open, Save and close word document; Editing text- tools, formatting, bullets; Spell Checker; Navigating in word – keyword, Mouse; document formatting- paragraph alignment, indentation, headers and footers, numbering; printing-preview, options

Unit III : *File Management* - Understanding the importance file management, backing of files, Navigating thru My Computer and Windows Explorer; Files and Folders – editing, retrieving, deleting, renaming , subfolders – manipulate windows – maximize, minimize; Power point basics – terminology, templates, viewing.

Unit IV : *Spreadsheets* – MS Excel – opening, entering text and data, formatting, navigating; Formulas – entering, handling and copying; Charts –creating, formatting and printing, header and footer, centering data, printing

Unit V : *Networks* – Internet Explorer- components; www – working, browsing, searching, saving – Bookmark – favorite, create, delete – Printing a web page; email-creating, receiving, reading and sending messages

Note : *Unit II to Unit V needs exposure thru Practicals*

References:

1. Introduction to Computers – Peter Norton, Tata McGraw Hill
2. Microsoft 2003 – Jennifer Ackerman Kettell, Guy Hat-Davis, Curt Simmons, Tata McGraw Hill

Examination: 1. Internal assessment could be based on Theory and/or practicals
2. End semester is based on Practicals

UOM S 008 Computing Skills - Advanced

Objective: The major objective in introducing the Computer Skills course is to impart training for students in Microsoft Office which has different components like Ms word, MS Excel, Ms Access, Power point etc., at two levels based on their knowledge and exposure. It provides essential skills for the user to get adapted to any work environment, as most of the systems in any workplace have Ms Office installed for their day to day activities. The course is highly practice oriented rather than regular class room teaching

Pre-requisite – Pass in level B are an equivalent course

Unit I : *Word Processing* - Formatting – paragraph and character styles, templates and wizards, table and contents and indexes, cross referencing ; Tables and columns – creating manipulating and formatting; Mail Merge, Labels and Envelopes

Unit II : *Spreadsheets* - Workbook- Building, modifying, navigating; Worksheet – Auto fill, copying and moving cells , inserting and deleting rows, printing; Formulas and functions- Troubleshooting formulas, Functions and its forms like database, financial, logical, reference, mathematical and statistical – Databases- creating, sorting, filtering and linking

Unit III : *Presentations* – Power point – exploring, creating and editing slides, inserting tables and charts – Special effects – Clip Art, creating and drawing shapes, inserting multimedia content – Presentations – planning, animation, handouts, slideshow

Unit IV : *Databases* – Access- Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout

Unit V : *Information management* – Outlook – starting , closing, contacts, tool bars, file management; email - reading, composing, responding, attachments, signature, junk mail; tasks – screen, sorting , creating , deleting , assigning , updating; scheduling – calendar

Note: All Units needs an approach through practical exposure

References:

- Working in Microsoft Office ; Ron Mansfield, Tata McGraw Hill
- Microsoft Excel 2007; Guy Hart Davis, Tata McGraw Hill

